

299 - INTEGRATED WASTE MANAGEMENT DEPARTMENT ENTERPRISE

Operational Summary

Mission:

To meet the solid waste disposal needs of Orange County through efficient operations, sound environmental practices, strategic planning, innovation and technology.

Strategic Goals:

- 1. Maintain a competitive rate for waste disposal in Orange County.
- 2. Protect water, air and habitat in the management of the Orange County Disposal System.
- 3. Financially support the County of Orange's Bankruptcy Recovery Plan.

Key Outcome Measures:

Performance Measure	2001 Business Plan Results	2002 Business Plan Target	How are we doing?
GATE FEE COMPARISON WITHIN SOUTHERN CALIFORNIA. What: Comparison of disposal rates of the OC landfill system compared with other landfills in the region. Why: To ensure that Orange County residents are provided a competitive disposal rate.	2001 Tipping Fee - \$22 per ton	Evaluate disposal rates and adjust operating strategies to ensure IMWD's rates are within the top 10% of the lowest rates.	IMWD's rates are currently in the lowest 10% within the Southern California region.
TOTAL VOLUME OF LEACHATE AND IMPACTED GROUND WATER COLLECTED THROUGH THE LEACHATE RECOVERY SYSTEM. What: Measure the amount of leachate and ground water collected. Why: To protect water quality from the effects of landfill disposal.	The total volume of leachate and impacted ground water collected during 2001 was 6,120,944 gallons. This measure is important as it is mandated by law and prevents local ground water for being impacted.	Collect leachate and ground water for water quality protection.	IMWD currently has collection and recovery systems in place at each landfill to collect leachate and impacted ground water.
NET IMPORTATION REVENUE AMOUNT TRANSFERRED TO THE COUNTY GENERAL FUND PER YEAR. What: Revenue transferred to the County General Fund from imported waste. Why: To support the County's Bankruptcy Recovery Plan.	\$12,500,000 was transferred to the General Fund in fiscal year 01/02.	The Department target for FY 02/03 is to provide the maximum transfer of funds in support of bankruptcy obligations.	To date \$70,336,834 or an average of \$12,713,744 per year has been transferred to the General Fund.
NUMBER OF YEARS OF REMAINING LANDFILL CAPACITY What: Measures whether Orange County meets state standards of providing 15 years of landfill capacity. Why: To ensure that OC residents are provided with adequate landfill capacity.	Approximately 25 years of state required remaining permitted landfill capacity.	Perform remaining landfill capacity calculations and compare results against the state standard of 15 years for all jurisdictions.	IMWD has more than adequate capacity to fulfill the requirement.

At a Glance:

Total FY 2001-2002 Projected Expend + Encumb:	72,008,692
Total Recommended FY 2002-2003 Budget:	117,567,800
Percent of County General Fund:	N/A
Total Employees:	239.00

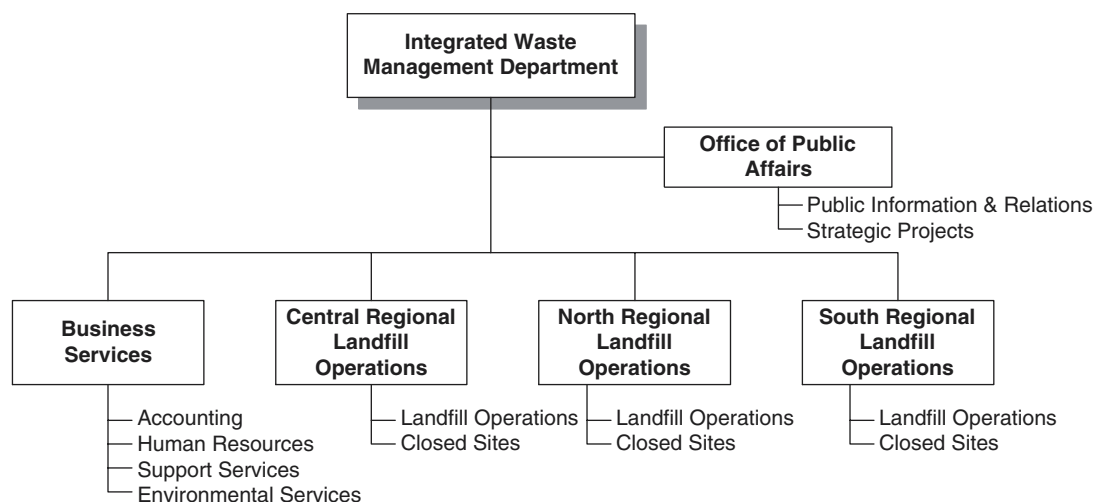
Key Outcome Measures: (Continued)

Performance Measure	2001 Business Plan Results	2002 Business Plan Target	How are we doing?
AMOUNT OF LANDFILL GAS COLLECTED AND PUT TO BENEFICIAL REUSE. What: Collection of landfill gas that would have otherwise been emitted into the atmosphere. Why: To protect the air from the effects of landfill disposal.	2,007 million standard cubic feet (MSCF/yr.) of landfill gas was collected in 2001 and put to beneficial reuse. This measure is important, as regulations require that landfill gas be properly managed to protect air quality.	Collect landfill gas and put to reuse for protection of air quality.	Currently, IWMD has operational Landfill Gas-to-Energy systems at the Olinda Alpha and Prima Deshecha Landfills. Installing a system at the FRB Landfill is currently in the planning stages.
NUMBER OF HABITAT ACRES CURRENTLY UNDER RESTORATION What: Measures the number of landfill acres under restoration. Why: To comply with NCCP and protect habitat, both plant and animals from the impact of operations.	There are currently 9 acres under restoration. Restoration is accomplished by replanting, restoring, creating and maintaining habitat acres.	A Request for Proposal is being prepared to conduct a biological survey to assess and determine alternatives to mitigate habitat for future landfill operations.	11.5 acres of riparian creation and 11 acres of Coastal Sage Scrub will be developed at the Prima Landfill to replace the disturbed habitat.

Fiscal Year FY 2001-2002 Key Project Accomplishments:

- 1. Received an unqualified opinion of Audited Financial Statements indicating no negative findings.
- 2. The department received the Solid Waste Association of North America (SWANA) Bronze Award for Excellence in Landfill Management.
- 3. IWMD received two grants from the California Integrated Waste Management Board in 2001 for a total of \$550,000: \$300,000 designated for construction of the new Household Hazardous Waste Collection Center in San Juan Capistrano and \$250,000 for a project to provide household hazardous waste pick-up service for disabled or elderly residents.

Organizational Summary



BUSINESS SERVICES - Conducts Department accounting, budget, finance, and procurement activities; implements and maintains Department information systems; manages human resources needs of the Department; and provides various general support services; oversees regulatory compliance issues; administers Waste Disposal Agreements;

manages contracts for solid waste services in the unincorporated areas; coordinates the operations of regional Household Hazardous Waste Collection Centers; coordinates with the cities in the administration of the County Integrated Waste Management Plan.

CENTRAL REGIONAL LANDFILL OPS - Operates and manages daily activities at the Frank R. Bowerman Landfill which accepts and disposes of residential, commercial and industrial non-hazardous waste; manages and maintains five closed landfill sites.

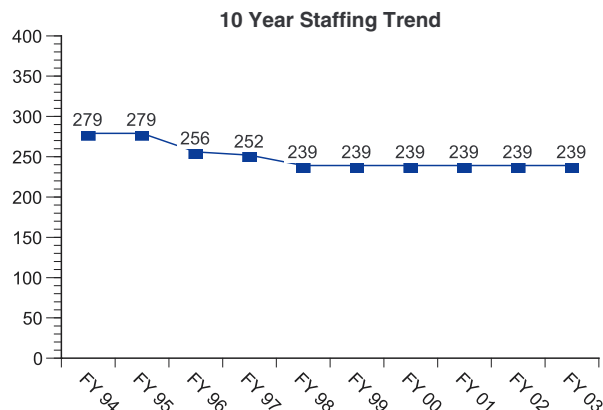
NORTH REGIONAL LANDFILL OPS - Operates and manages daily activities at the Olinda Alpha Landfill which accepts and disposes of residential, commercial and industrial non-hazardous waste; manages and maintains ten closed landfill sites.

SOUTH REGIONAL LANDFILL - Operates and manages daily activities at the Prima Deshecha Landfill which accepts and disposes of residential, commercial and industrial non-hazardous waste; manages and maintains five closed landfill sites.

OFFICE OF PUBLIC AFFAIRS - Facilitates long-range planning; identifies, analyzes and manages liability matters related to IWMD solid waste operations; develops strategies for resolving legal issues; conducts negotiations with developers, municipalities and property owners; conducts community and media relations, marketing and outreach activities; responds to customer issues.

IWMD DIRECTOR - Directs the administrative management activities of the Department to accomplish Agency goals and strategic priorities.

Ten Year Staffing Trend:



Ten Year Staffing Trend Highlights:

- Staffing trend illustrates the success the Department has had in streamlining operations to reduce costs, maximize efficiency, and better serve our customers.

Budget Summary

Plan for Support of the County's Strategic Priorities:

The Department will continue to provide available landfill capacity as needed for importation of waste and transfer net importation revenue to the General Fund for bankruptcy related obligations.

Changes Included in the Recommended Base Budget:

The base budget reflects an increase in appropriations of approximately \$14 million for the final closure of the Santiago Canyon Landfill.

Requested Budget Augmentations and Related Performance Results:

Unit/Amount	Description	Performance Plan	Ref. Num.
Addition of 2 Staff Specialist Positions Amount: \$ 99,566	Due to increasing administrative duties at the landfills, additional support is required.	Review and process 85% of invoices, and monitor and update site assets on a monthly basis.	299-001

Proposed Budget and History:

Sources and Uses	FY 2000-2001 Actual	FY 2001-2002 Final Budget	FY 2001-2002 Projected ⁽¹⁾	FY 2002-2003 Recommended	Change from FY 2001-2002 Projected	
					Amount	Percent
Total Positions	-	239	-	239	0	0.00
Total Revenues	92,724,145	94,837,995	285,020,301	95,278,818	(189,741,483)	11.47
Total Requirements	73,787,650	266,735,922	95,029,408	115,095,269	20,065,860	21.12
FBA	147,096,750	171,897,927	159,319,807	24,761,513	(134,558,294)	-84.46

(1) Requirements include prior year encumbrances and expenditures. Therefore, the above totals may not match FY 2001-2002 projected requirements included in "At a Glance" (Which exclude these).

Detailed budget by expense category and by activity is presented for agency: Integrated Waste Management Department Enterprise in the Appendix on page 536.

Highlights of Key Trends:

- IWMD successfully completed the implementation of the Global Positioning Satellite (GPS) system in heavy equipment at the Olinda Alpha Landfill. The GPS system enhanced landfill grading operations to grade cover soil more accurately and efficiently manage valuable space for landfill capacity. It is estimated that IWMD

will save several million dollars on soil importation as well as preserve landfill capacity over the remaining life of the Olinda Alpha Landfill. During the next year IWMD will be implementing the GPS system at the FRB and Prima Deshecha landfills, thus achieving similar cost and capacity savings as at the Olinda Alpha Landfill.

Budget Units Under Agency Control

No.	Agency Name	Business Services	Central Regional Landfill Operations	North Regional Landfill Operations	South Regional Landfill	Office Of Public Affairs	IWMD Director	Total
275	IWMD-Environmental Reserve	3,428,000	0	0	0	0	0	0
276	IWMD-Deferred Payment Security Deposit	43,000	0	0	0	0	0	0
277	IWMD-Rate Stabilization	1,514,000	0	0	0	0	0	0
278	IWMD-Relocation	840,500	0	0	0	0	0	0
279	IWMD-Landfill Postclosure Maintenance	3,028,000	0	0	0	0	0	0
284	IWMD-FRB Escrow Account	1,060,000	0	0	0	0	0	0
285	IWMD Bankruptcy Recovery Plan	18,802,562	0	0	0	0	0	0
286	IWMD-Brea/Olinda Escrow	1,900,000	0	0	0	0	0	0
287	IWMD-Prima Escrow	670,000	0	0	0	0	0	0
288	IWMD-Santiago Escrow	970,000	0	0	0	0	0	0
299	Integrated Waste Mgmt Dept Enterprise	32,280,142	43,232,060	16,284,554	23,759,962	1,788,672	222,410	117,567,800
	Total	64,536,204	43,232,060	16,284,554	23,759,962	1,788,672	222,410	149,823,862